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CHAPTER 1

LOGISTICS OFFICER

1. Functions of the Logistics Officer

a. The logistics officer is a member of a group organized to assist the chief in the execution of his mission. He may function on an Organization staff that deals solely with logistics matters; he may function on an Organization support-type staff, either individually or with other logistics or support officers; or he may function individually under a chief of a division or station.

b. The chief and his logistics officers assist in the accomplishment of the overall Organization mission by providing for the successful accomplishment of the missions of the support elements. The logistics officer must utilize and help to administer the resources of time, space, and materiel in the accomplishment of the overall mission.

c. The proper use of these resources requires the performance of the following basic functions:

(1) Securing Information. This means more than simply receiving and examining information. It means going and getting it from any and all possible sources. The information must be reliable, timely, and as complete as possible. Information secured should also be made available to any branch or division which needs it. Accurate and complete information is required as the basis for all action.

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(2) Making Plans. Plans are based on information and they result in decision. They must reflect good judgment, for much of the effectiveness of Organization projects will depend on the quality of the planning. In order to be meaningful, plans should answer the following questions: What has to be done? Who does it? When and where must it be done? Under what conditions? How should it be done? After plans are developed, programming and scheduling follow.

(3) Coordinating. Within the scope of this function, the logistics officer is required to secure agreement to, understanding of, and assistance in, the implementation of his task or project. He will have to determine the need for coordination and the people with whom to coordinate. He will have to determine the method (such as a meeting or conference), and then actually accomplish the coordination. Effective coordination will promote cooperation and reduce friction among those involved in the task or project.

(4) Making Decisions. The logistics officer will be called upon to make many decisions in carrying out the policies and directives of his chief. These decisions must be based on the best information available. As an example, a logistics officer who is charged with developing the table of equipment for a project must consider carefully all factors, such as temperature, climate, utilities, and physical characteristics of people involved. He will normally make decisions within the framework of established policy

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or recommend decisions to his chief as to the specific materiel to be used. The logistics officer usually will not be called upon to make command or policy decisions, but when such decisions are made by his chief, or higher authority, the logistics officer must be loyal and precise in the execution of his duties in support of these decisions. If established policy or procedures are conflicting or need changing, he should develop and submit to his chief specific recommendations for changes.

d. The logistics officer's specific duties will be in the fields of supply, transportation, procurement, real estate and construction, printing, and support services. He may be called upon to operate as a staff logistics officer or an operating logistics officer in performing his day-to-day work. When the requirements levied upon him are beyond his capabilities, he should call upon the Office of Logistics to assist him. In this respect, the Planning Staff, Office of Logistics, is available to provide a wide range of assistance within the field of Organization logistics. This staff is the focal point for assistance in the development of plans and requirements. Direct contact with other staff elements of the Office of Logistics should be effected during the operational phase.

e. The logistics officer may be called upon to perform duties both of a staff and of an operating nature. Thus, he may be required to:

- (1) Advise his chief on logistical matters and keep him informed on the logistical status of the Organization.

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- (2) Procure and maintain that logistics information required in fulfilling his mission.
- (3) Prepare logistics estimates, plans, and staff studies.
- (4) Prepare necessary documentation to obtain supplies and materiel.
- (5) Prepare budgetary data necessary for logistics purposes.
- (6) Coordinate and monitor the activities of his office with respect to logistics matters.
- (7) Coordinate the utilization of materiel, services, and facilities between the using and supplying organizations.
- (8) Coordinate the implementation of logistics plans.
- (9) Exercise supervision over such logistical matters as his chief may designate.

f. The logistics officer may be assigned other duties. The above list is neither detailed nor all-inclusive. While his functions are basically centered around the fields of supply, transportation, procurement, real estate and construction, printing, and support services, there are differences in the scope of his activities at station, base, depot, division, and Headquarters levels.

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## CHAPTER 2

### LOGISTICAL PLANNING

#### 1. Definitions

- a. Planning is the systematic application of intelligence to a problem, the solution to which is not immediately apparent.
- b. A logistical plan is a document designed and prepared to insure the availability of adequate resources to support an operational plan.
- c. The functional areas of logistics in this Organization include supply, transportation, procurement, real estate and construction, printing and support services.

#### 2. Logistical Estimate

- a. Logistical planning must be carried out concurrently with, or in some cases prior to, operational planning. Coordinated logistical and operational planning are indispensable to the successful attainment of operational objectives.

- b. The logistical estimate serves three broad purposes:

- (1) It will bring into focus all the logistical implications of an operational plan.

- (2) It will indicate whether the operation can be supported adequately.

- (3) It will indicate one or more logistical courses of action to provide adequate support to the operational plan.

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c. All logistical plans should be based on logistical estimates so that logistics planners can confidently advise as to whether operations can be supported.

d. A suggested format for a logistical estimate is attached as Appendix I. It incorporates instructions concerning the processes involved in its use. These processes are demanding in that they require an accurate status of facilities, stocks, and personnel to determine logistical capabilities for comparison with requirements in deriving proper courses of logistical action for support of operations.

### 3. Development of Logistical Plans

a. Based on the logistical estimate, logistical plans should announce the decision of a headquarters for logistics support. Logistical plans should, where possible, provide for:

- (1) Efficient use of transportation.
- (2) Reduction in multiple handling of supplies.
- (3) Reduction in time between ordering and receiving.
- (4) Elimination, or reduction to a minimum, of requirements that do not contribute directly to the progress of operations.
- (5) Maximum and efficient utilization of manpower.
- (6) Economy in use of supplies and equipment.
- (7) Elimination of nonessential and improbable contingency items.
- (8) Establishment and maintenance of minimum supply levels.
- (9) Alternate means to provide support and obtain flexibility.

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b. In order to develop logistical plans, the following information is essential to the planner:

(1) He must be advised of the basic concept of operations early in the planning phase. Logistical considerations often alter or even dictate operational concepts.

(2) He must know force strengths and composition. Vehicles, weapons, transport replacement and consumption materials, reserve stocks and service requirements cannot be computed without a reasonable idea of numbers to be supported and composition of the organization.

(3) He must know transportation requirements and capabilities. The logistical planner must match these requirements against known capabilities to insure that material can be moved in accordance with requirements. If reliable data is unavailable, estimates must be made based on available information. Transportation planning data must include the following:

- (a) Movement requirements for personnel and supplies.
  - (b) Number, types, and characteristics of transport vehicles.
  - (c) Terminal capacities in both the loading and unloading areas, as applicable.
  - (d) Types and characteristics of aircraft to be used.
  - (e) Condition of airports and seaports to be used.
- (4) The logistics planner must know the available sites for depots and service installations in the loading and unloading area,

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as applicable. Existing facilities should be used where feasible. Factors which govern the location of these installations include the ability to support the operation, accessibility to the existing transportation nets, and security conditions.

(5) The logistical planner must anticipate use of Organization, military, and other U. S. source labor and indigenous labor resources available. In many instances, it may be necessary to depend primarily on Organization personnel for labor because of security conditions. Where possible, other source labor should be used.

(6) A suggested format for the logistical plan is attached as Appendix II. It incorporates instructions concerning the processes involved in its use.

#### 4. Determination of Logistical Materiel Support Requirements

a. Planning. As a general rule, support requirements planning passes through three fundamental phases: Estimation, Calculation, and Modification. The first phase must be accomplished with few, if any, tangible figures. Each successive step in planning is developed with more concrete and accurate data than the preceding one until a firm list of materiel is evolved.

(1) Estimation. The initial step in the development of requirements often must be accomplished with little more than a brief statement of the mission and concept of operation. Logistics planners employ broad experience factors such as replacement and consumption data and initial issue information. Factors representing the best

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available experience are used and the planner should make only such changes as later experience and background dictate.

(2) Calculation. Calculation of support requirements begins when estimates are received from supported and supporting elements. Total support requirements can be derived from these initial lists, which should be more accurate than the estimates used to initiate planning. However, support estimates should be evaluated and carefully scrutinized before acceptance. Calculation of requirements continues after the preparation of the initial support requirements. Factors and other data used in the initial estimations are discarded in favor of actual (or adjusted) figures extracted from the initial lists.

(3) Modification. Modifications, adaptations, or alterations dictated by policy, by direction, or by conditions peculiar to the area of operations are applied in the third phase. Each revision must be checked to make certain that all material aspects have been considered and that the resultant list is balanced.

b. Procedural Steps for the Determination of Support Requirements.  
The following steps are recommended as a guide for systematic support requirement determination planning:

(1) Operational missions and objectives generate support requirements.

(2) Approved operational requirements form the fundamental basis for determining support requirements.

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(3) A forecast of projected operational requirements may be added directly or on a percentage basis to the initial approved operational requirements.

(4) Guidance must be provided from top policy and planning staffs to lower echelons to assist in requirement determinations.

(5) Support requirements, after determination and coordination, are submitted to senior echelon for approval.


(6) Upon approval, requirements are then firmly established for basis of procurement, storage, stockpile and distribution.

(7) Requirements should be reviewed and revised periodically as operational concepts are changed.

5. Determination of Logistics Personnel Requirements.

a. The exact composition of the support organization depends upon certain variable factors which the planner must analyze continuously to provide adequate support. These are:

(1) Size and mission of the supported force.

(2) Capabilities, proximity to and availability of service elements 

(3) Nature of the area of operations.

(4) Attitude, availability and capabilities of indigenous civilians (labor).

(5) Extent of base-type development and construction to be undertaken.

(6) Extent of service to be rendered.

(7) Opposition capabilities to disrupt logistical operations.


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b. Whatever the conditions, certain other basic considerations (not variable) must be intelligently applied. These are: a balanced force, necessity for providing a sound command structure, economy of force, and continuity of support.

c. The following basic steps are recommended as a general procedure in developing a support organization:

- (1) Determine functions and tasks to be performed.
- (2) Determine quantitative workload.
- (3) Select the type of personnel (unit) with the capability required.
- (4) Calculate the number of personnel required (considering the  

- (5) Provide for command and control.

#### 6. Standing Operating Procedures (SOP)

a. General. A standing operating procedure (SOP) is a set of instructions giving the methods to be followed by a particular element for the performance of those duties (operational and administrative) which the senior member desires to make routine. These instructions reduce the number and length of directives that must be issued. The purposes of the SOP are:

- (1) To simplify the preparation and transmission of directives.
- (2) To facilitate and expedite actions, both operational and administrative, and to minimize confusion and errors.

#### b. Scope and Form.

- (1) Each subordinate element normally develops appropriate and effective procedures conforming to those established by the senior

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element. The SOP should be sufficiently complete to advise new arrivals or newly attached personnel of the procedures followed within an organization. The SOP's are based upon directives and policies of the next headquarters.

(2) The SOP's are published in a form most effective for the type of organization. The form utilized may be a single pamphlet or separate pamphlets, each pertaining to a separate function. Regardless of the form, the component parts make up the unit SOP and are published by authority of the senior representative. (See Appendix V for recommended format for an SOP.)

#### 7. Standard Planning References

Appendix VIII contains a recommended list of standard references for logistics planning. It is not all-inclusive, and users of this Guide should consult indexes for additional references in researching a staff problem.

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### CHAPTER 3

#### STAFF WRITING

##### 1. General

a. At all levels, the complexity of staff actions normally requires the use of written directives, reports, orders, and studies. The logistics staff officer must, therefore, develop his ability to write accurately, concisely and clearly.

b. A staff paper should satisfy the following principles:

(1) ACCURACY

- (a) Conform to facts.
- (b) Be free from error.

(2) BREVITY

Be accurate, concise and to the point.

(3) CLARITY

- (a) Use simple sentences.
- (b) Use correct grammatical construction.
- (c) Use correct punctuation.
- (d) Use only accepted abbreviations.
- (e) Eliminate vague, meaningless or ambiguous phrases.
- (f) Use topic sentences at start of each paragraph.
- (g) Should not sacrifice clarity for brevity.

(4) COHERENCE

- (a) Develop subject in logical sequence.
- (b) Place related items (ideas) in orderly sequence.

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(a) Present subject logically.

(5) COMPLETENESS

(a) Present all logical alternatives.

(b) Indicate that views of others concerned have been obtained and considered.

(c) Present draft orders, letters or instructions for placing recommendations into effect.

(6) EMPHASIS

Stress the more significant points.

(7) OBJECTIVITY

(a) Maintain an impersonal viewpoint.

(b) Maintain an unbiased viewpoint.

(c) Analyze all aspects of the problem.

(8) UNITY

Adhere to the subject.

(9) SIMPLICITY

(a) Present facts simply and accurately so as to require a minimum of effort when reading the paper.

(b) Do not indulge in flowery prose which detracts from the subject.

R. Staff Study

The staff study is a formal staff paper containing a concise and accurate analysis and a recommended solution of a problem. It is the result of research and is the means of conveying to a superior a report of the analysis made by the writer, together with his conclusions

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and recommendations. It assists the superior in making a decision.

Appendix VI prescribes the format of a staff study and a guide to the content of each paragraph.

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CHAPTER 4

PLANNING DATA

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General:

a. This portion contains planning data which may be useful to the logistics planner in determining and satisfying logistics requirements.

b. The data has been extracted from various files and publications. It is based on experience and is subject to change as new experience is gained. For this reason, it is recommended that this data be subjected to realistic evaluation in the light of current experience.

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<b>CONEX</b>	<b>CARGO CAPACITY</b>		<b>SHIPPING</b>	
	<b>WGHT.</b>	<b>CUBE</b>	<b>MAX. WGHT.</b>	<b>CUBE</b>
1. Type 1	9000	135	10,500	180
2. Type 2	9000	295	10,500	365

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